DAY

6

EMBRACE THE ADVENTURE & SYSTEMS WITH SOUL

3-Table Section · Final Exam · Sign-Off

Goal: Own a three-table section from open to close and prove you can OTM when it gets hard. Embrace the pressure, trust your systems, and show that the confidence, preparation, and presence you've built over six days at HERO are yours to keep.

"What stands in the way becomes the way."

M A R C U S A U R E L I U S

Six days ago you walked in here learning our names. Today you walk the floor like you built the place. Every menu item studied, every role play leaned into, every piece of feedback absorbed. It all compounds into the person standing here right now.

> **OWN THE MOMENT — DAY 6: EMBRACE THE ADVENTURE & SYSTEMS WITH SOUL**
>
> *"OTM when it's hard. Use the systems that free you to be present. Composure is the skill that earns loyalty."*
>
> Certification day is exactly the kind of moment this standard was built for. The kitchen is slammed. A guest is upset. The wait is long. Embrace it. Your composure, optimism, and system mastery are what separate you. Every checklist, every guest note, every side work task done right frees you to be more present with the people in front of you.

D A Y 6 C H E C K L I S T

Before Service

- ☐ Attire and grooming standards reviewed and approved
- ☐ Side work and full setup complete
- ☐ Attend shift meeting
- ☐ Final Knowledge Test (before prime time)

Own the Moment — Day 6 Conversation

- ☐ Discuss the systems you own coming into this shift (e.g. side work, setup, guest notes). Where are you locked in, and where are you still winging it?
- ☐ During your training, what was one moment where you had to embrace the adventure — something didn't go as planned and you had to figure it out on the fly. What happened, and what did you do?

Prime Time 3-Table Section

Pre-Mock: Trainer evaluates independently and coaches in the moment.

- ☐ Greets every table within 45 seconds with genuine warmth
- ☐ First round sent with urgency — drinks before or right after greet (2 min)
- ☐ Offers starter by name with specific, confident recommendation (5-7 min)
- ☐ Guides guests through menu with knowledge and genuine enthusiasm
- ☐ Orders entered accurately on handheld — eye contact maintained
- ☐ Delivers Entrees (10-14 min)
- ☐ Suggests next round or wine before entrees arrive
- ☐ Marks and frames table before every entree delivery
- ☐ Quality check by name — 2 minutes / 2 bites, on the clock
- ☐ Sense of urgency — beverages full, table clean, no pressure
- ☐ Offers dessert and after-dinner options by name (4 min)
- ☐ Suggests beverages to go
- ☐ Fond farewell — every guest feels like a regular
- ☐ Guest notes updated — detailed, useful, specific
- ☐ OTM in every interaction — smile, eye contact, confidence, warmth
- ☐ 360s executed — completing the circle, every time
- ☐ Grow Together — runs food, greets neighbors, manicures beyond section
- ☐ Composure maintained under pressure — no cracks
- ☐ All systems used with confidence and purpose

OTM Final Review — What It Means to Own the Moment

Six days in. Walk through what OTM truly is, and whether it shows in this person today.

1 Confidence — presence, polish, posture, smile. Every interaction.

2 Sense of Urgency — urgency, awareness, unobtrusive service. Always.

3 Knowledge— the hard work done before the shift. Knowledge grows confidence.

Where are you strongest? Where do you still need to grow? What does Owning the Moment mean to you now, six days in, compared to Day 1? Do you believe in yourself as much as we believe in you?

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **The Reset · Comps & Voids · Never Stop Growing**

OTM Debrief — Embrace the Adventure & Systems with Soul

"Did you Own the Moment when it was hard today?"

OTM starts with YOU. Let the trainee answer first — always.

- ☐ For Yourself: When the pressure came, did you lean into it, or did it shake you? Name a specific moment.
- ☐ For the Guest: Did every guest on your certification shift feel the benefit of your systems and your composure?
- ☐ For the Team: Did your energy under pressure give your team permission to rise, or did it disappear when it was needed most?

Strengths:

_____

_____

Opportunities:

_____

Trainer	Trainee	Captain / GM

Certification Status

- ☐ Ready for Certification Exam
- ☐ Schedule Day 6 Again and/or Graduate from Training

Next Step: Schedule Exit Interview with Manager. Trainee serves a manager during Exit Interview, then earns first solo shift.

It started with you. Your confidence. Your preparation. Your presence.	**Now go Own the Moment.** Every shift. Every guest. Every time.	**You earned it. We built it for you.** Come back tomorrow.	**INDULGE WISELY™** Eat with intention. Live without apology.

the reset

Elite athletes train one skill that never makes a highlight reel: the flush. The great shooters forget the miss before the ball stops bouncing. A rude guest, a kitchen mistake, a brutal rush. None of it belongs to your next table. They get a fresh you.

Every table gets a fresh you.

the fundamentals

01 NAME IT

Notice when you are rattled. That is not weakness. That is awareness, and it is the first move of composure. You cannot reset what you will not admit.

02 BREATHE ONCE, ON PURPOSE

One slow breath resets your nervous system. Use the walk to the kitchen. Use the POS line. Ten seconds is all the flush takes, if you take it.

03 FIND AN ANCHOR

Pick a physical spot: the pass, the service well, the kitchen door. Crossing it means the last moment stays behind it. Athletes call it a reset ritual. It works.

04 RE-ENTER WITH INTENT

Shoulders back. Ten feet, find them with your eyes. Five feet, warm voice. Your re-entry is a decision, not a mood.

in the shop

- ✓ Rough table? You get a two-minute vent in the back, max. Then it's done and buried.
- ✓ The frustration never travels. The next greet is as warm as your first one of the night.
- ✓ Teammates can call reset on each other. That's love, not judgment. Take it that way.
- ✓ A rough hour is not a rough night. The night resets every round if you let it.
- ✓ Watch for a teammate who's carrying something heavy. Sometimes the best reset is the one you give someone else.

otm self-reflection

FOR YOURSELF *What rattled you tonight, and how long did you carry it?*

FOR THE GUEST *Did any guest get less than your best because of a moment that wasn't theirs?*

FOR THE TEAM *Who on the team needed a reset tonight, and did we help them take it?*

comps & voids

Two buttons, two completely different stories. Used right, one corrects a mistake and the other buys back a guest. Used wrong, they hide problems the building needs to see. Knowing the difference is a professional skill, and honesty is what both run on.

Comps buy back a guest. Voids correct a mistake.

the difference

01 VOID · IT WAS NEVER MADE

A void removes an item that was rung in error or never produced: wrong button, guest changed their mind before it fired, duplicate ring. The item never reached the table. Voids exist to keep the record true.

02 COMP · IT WAS MADE, WE CHOSE NOT TO CHARGE

A comp removes the charge for an item that was produced and delivered: a quality issue, a long wait, a recovery, a gesture of hospitality. The guest received it. We invested it in their experience.

03 WHY THE DIFFERENCE MATTERS

Voids tell the kitchen what never to cook. Comps tell the books what hospitality cost and why. Swap one for the other and the building loses the truth about both its food and its guests.

how we run them

A A MANAGER TOUCHES EVERY ONE

Every comp and every void gets a manager. Bring the situation, not just the request: what happened, what the guest needs, what you recommend.

B THE REASON GETS LOGGED, EXACTLY

The right button with the real reason, every time. The books are the back of the fence: nobody may ever check, but the record is either true or it is not.

C CARE FIRST, PAPERWORK SECOND

Never make a guest wait on a button. Start the recovery immediately: own the issue, fix the experience, then settle the ticket with your manager.

D COMP FOR RECOVERY, NEVER FOR AVOIDANCE

A comp is an investment in a guest, not an escape from a conversation. If something keeps getting comped, flag it: that is a system asking to be fixed.

never stop growing

We live in a loud world, full of passionate people with megaphones, certain about things they have never put in the work to actually change. Passion without skill is just noise. The people who change anything are the ones who got quiet, went to work, and earned the right to be heard.

Jiro Ono earned it. His restaurant, Sukiyabashi Jiro, has ten seats and sits inside a Tokyo subway station. It also became the first sushi restaurant on earth to earn three Michelin stars.

The training there takes ten years. You start by wringing hot towels. You wait years before you are allowed to touch the fish. One apprentice, Daisuke Nakazawa, spent months on the egg alone... he made over two hundred before Jiro finally nodded and called one good. Nakazawa wept.

Jiro is around a hundred years old and still stands behind his counter. His words: fall in love with your work, and dedicate your life to mastering your skill. He says he does the same thing over and over, improving bit by bit, always reaching for more.

That is what owning the moment is really made of. Not talk. Not opinions. A hunger to grow that never switches off. You earn the right to change something by getting good enough to change it... then you keep climbing, because no one knows where the top is.

I'll continue to climb, trying to reach the top... but no one knows where the top is.

JIRO ONO · JIRO DREAMS OF SUSHI

otm self-reflection

01 *What skill in your craft are you quietly perfecting right now... and what are you only talking about?*

02 *Where have you mistaken passion for mastery, and what reps would close the gap?*

03 *If you kept climbing for ten years like Jiro, what would your guests know you for?*

CLOSING STORY · BE BETTER · NEVER STOP GROWING